

Kansas National Guard Family Program

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THIS SOP ESTABLISHES POLICES, RESPONSIBILTIES, AND PROCEDURES FOR  
DEVELOPING, IMPLEMENTING, AND MANAGING THE KANSAS NATIONAL  
GUARD FAMILY PROGRAM

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## **Chapter 1**

### **Introduction**

#### **1-1. Purpose**

This SOP implements policy, assigns responsibilities, and prescribes procedures for the Kansas National Guard Family Program.

a. The Kansas National Guard Family Program (KSNG-FP) gives State recognition and support to the necessary partnership between the National Guard, its service members, families, and the challenges associated with full time and traditional military duties. This partnership is crucial and mutually beneficial to both State and Federal missions.

b. This regulation will assist the Adjutants General/Commanding General in establishing a joint Family Program that functions with regard to service specific culture and mission requirements. Family Program will provide efficient and effective services and resources to service members and their families to support readiness and retention.

c. The Kansas National Guard Family Program will promote understanding between families and National Guard leadership. This program will encourage family partnerships with the unit; foster a sense of well-being, and strengthen the sense of community with shared benefits and responsibilities.

d. This regulation directs collecting and maintaining information subject to the Privacy Act of 1974 authorized by Title 5, USC, Section 552a.

#### **1-2. References**

Required and related publications and referenced forms are listed. (Annex C)

#### **1-3. Explanation of acronyms, abbreviations and special terms**

Abbreviations and special terms used in this regulation are explained in the glossary. (Annex D)

#### **1-4. Mission**

The KSNG-FP promotes self-reliance and resiliency in service members, their families and volunteers by preparing, assisting and supporting them for the obligations of both State and Federal duty due to military service.

#### **1-5. Structure and Organization**

a. The Kansas National Guard has a federally funded State Family Program Director (SFPD) who provides joint Family Program oversight. A federally funded Airmen Family Readiness Program Manager (AFRPM) is assigned to each Air Guard Wing. The State Family Program Office and the Wing Family Program Office will collaborate to implement higher headquarters operational plans for service members and families.

b. This is a commander's program. All commanders must understand the importance of self-reliant family members and how they impact morale, readiness, recruiting and retention.

c. Family Program Facilities will be easily identifiable and when possible within close proximity to other support agencies. Consideration should allow for easy accessibility, with parking immediately adjacent to the facility. Facility furnishings must be durable, comfortable, attractive and consistent with a warm, inviting environment. Private office space is required, along with computers, telephone, facsimile, and internet connectivity. The space should be adequate for a standard size desk, chair, visitor seating, locking filing cabinets, book shelves, floor-to-ceiling walls and closable doors. Storage and supply areas are necessary.

d. Each unit in the State (Army and Air) is required to designate a Family Program liaison/military point of contact for military families, service members and the chain of command.

e. Volunteers are key to the Family Program and provide information and mutual social support.

### **1-6. Policy**

a. It is KSNG policy that: families are informed about the important National Guard role in national security and State emergencies. Education will be provided to families about benefits, entitlements and the procedures for obtaining them.

b. The State will develop and implement a joint Family Program. The SFPD and AFRPMs will collaborate to share resources as necessary.

c. The SFPD and AFRPMs will assist commanders in their responsibility for the health, welfare and readiness of National Guard families.

d. Family briefings and training are included as part of the deployment cycle.

e. Programs are established to assist in the resolution of issues and needs.

f. National Guard members are made aware of their responsibility to prepare their families for contingencies.

g. An awards recognition program will be an element of the KSNG-FP, see attached SOP in (Annex K). Recognition for under 50 volunteer hours will be acknowledged by the Unit Commander.

h. Use of volunteers will be in accordance with Title 10 USC, chapter 8, section 1588, Authority to Accept Certain Volunteer Services.

### **1-7. General Prohibitions**

The KSNG-FP will be free of discrimination based on race, color, national origin, religious or political preference or affiliation, gender, age, or handicap. Family members who believe that they have been subjected to discrimination will be encouraged to establish contact with the office of the Adjutant General, social actions officers, or equal opportunity recourse under NGR 600-21/NGR 600-22/ANGI 36-3/AFI 36-2706.

### **1-8 Privacy Information**

a. All information obtained from individuals must be appropriately safeguarded to protect an individual's privacy. Disclosure of any records must comply with AR 340-21/AFI 33-332. However, certain instances governed by regulations and statutes require reporting to appropriate authorities. Release of any personal information must be requested by appropriate agency/individual "FOR OFFICIAL USE ONLY" and the request/release of information must be documented in writing. Prior to obtaining information Family Program staff must inform clients that information may be released under limited circumstances.

b. Volunteers may have access to Privacy Act information, DOD 5400.11-R (reference (c)) provides for the disclosure of privacy protected records to agency employees who need the records in the performance of their duties. Access to records contained in a Privacy Act system of records may be provided to a volunteer of a DOD Component other than non appropriated fund instrumentalities. Any volunteer with such access must comply with the protection, disclosure, disclosure accounting, and other requirements of reference (c).

## **1-9 Concept of Operation**

- a. Provide consultation services to Commanders and assist them in developing and executing policies, programs, and processes which enhance individual, family and community readiness.
- b. Support mission readiness by assisting service members and their families in adapting to the changes and demands of military life.
- c. Assist DOD military and civilian personnel, other eligible uniformed members, military retirees, their family members and survivors.
- d. Ensure Commanders incorporate the Family Program Office as a required stop on all in and out processing checklists.
- e. Ensure service members and their families are prepared for the many demands and responsibilities often associated with activation, mobilization, deployment and demobilization.
- f. Collaborate with local agencies, uniformed services and other service delivery agencies to enhance the quality of life initiatives during steady state and contingency operations.
- g. The Family Program staff (volunteers, contractors, civilian employees, and technicians) will not assume responsibility for services and programs that fall within the scope of other agencies.
- h. Services will focus on; proactive outreach, community readiness, resilience, individual and family readiness, and commander consultation and support. In conjunction with the unit designated Family Readiness point of contact, the Family Program personnel will consult with the unit to routinely assess family readiness, strengths, resources and concerns.
- i. Assist unit leadership in the development and establishment of procedures within each unit to contact and follow up routinely with families of deployed unit members.
- j. Service delivery will be provided based on need and assessed when deemed appropriate.

## **Chapter 2 Responsibilities**

### **2-1. The KSNG-FP Office**

- a. The KSNG-FR office is responsible for policy, resource allocation and guidance for Family Programs.
- b. Ensure compliance with DOD, Army and Air Force policies and procedures.
- c. Provide broad policy, plans and program guidance to the Kansas National Guard on Family Program issues.
- d. Ensure both the ARNG and ANG are included in Kansas National Guard Family Readiness planning and implementation to include policies, guidance, technical assistance, consultation, and resources to support the Kansas National Guard Family Program development.
- e. Implement the NGB-J1-FP regulatory requirements.
- f. Ensure both Army and Air Family Program personnel routinely interface with Active Components seeking inclusion in training, policy and applicable directives.

### **2-2. The Adjutant General (TAG)**

- a. The Adjutant General (*TAG*) and Kansas Joint Force Headquarters oversee integration for the support of the Family Program within the State of Kansas. The Adjutant General and KS-JFHQ will implement a comprehensive Family Program that supports the needs of the ARNG, ANG and Reserve Components.
- b. Ensure a State Family Program Director (SFPD) is selected.
- c. Ensure appropriate oversight of fiscal, manpower, facility and program standards.
- d. Provide overview of the SFPD.

e. Ensure the SFPD is informed of each Kansas National Guard activation, mobilization or deployment.

**2-3. Commanders at all levels will.**

a. Ensure military family readiness and preparedness. Consult with Family Program personnel, to support quality of life, readiness, retention, and meet the Guard's obligation to military families.

b. Designate and provide an appointment letter assigning a Family Program liaison/military point of contact form military families, unit members and the chain of command.

c. Ensure all unit members are aware of their responsibility to prepare their families for military life.

d. Encourage unit service members and family participation in activities sponsored by the Family Program.

e. Ensure a minimum of one Family Readiness information briefing for unit members and their families annually.

f. Appoint in writing, a volunteer or group of volunteers to implement an active volunteer program. Provide logistical and command support needed for the volunteers to carry out their mission within the unit.

g. Ensure volunteers understand their roles and responsibilities and that they sign a Statutory Volunteer Agreement. If the volunteers are to be reimbursed through NAF funds they also need to sign a Volunteer Agreement for Appropriated Funds and Non-Appropriated Funds. (Annex G, DD 2793)

h. Ensure volunteer activity funds are properly accounted for and audited annually. Government property must be hand receipted and safeguarded at all times. This is to include telephone trees as well as email distribution lists.

i. All commanders, personnel and volunteers have an inherent responsibility to ensure all resources are safeguarded against waste, loss, unauthorized use and misappropriation.

j. All documentation and records must be reviewed and maintained in accordance with Federal and State regulations. (AR 608-1, 5-8c)

k. Commanders will contact the SFPD to coordinate with the State USPFO and Wing comptroller to conduct audits annually.

l. Ensure unit members are compliant with Family Care Plans and update annually.

m. Ensure mobilization, pre-deployment, reunion/reintegration and post mobilization briefings, for military families are conducted and attendance rosters are filed.

**2-4. The service member is responsible for the following:**

a. Ensure the command is informed of any changes in their family status, to include current military family contact information.

b. Ensure the appropriate mobilization/deployment documents and required emergency data are updated in their personnel file.

c. Prepare a Family Care Plan as required and updated annually.

d. Prepare his/her family for deployment and encourage family members' attendance at information briefings. Service members are responsible for their families' readiness.

e. Provide their family with Family Program and Airman Family Readiness Program Manager contact information, key unit personnel information, phone numbers, and locations.

## **2-5. Airmen Family Readiness Program Manager (AFRPM)**

The AFRPM manages and leads the Wing Family Readiness Program and consults with the Wing Commander regarding family issues and is responsible for the development, and coordination of Wing Family Program. The AFRPM will collaborate with the SFPD and participate in the development of joint service policy and plans that enable Commanders to sustain service members and their family's readiness. (Annex A)

## **Chapter 3 Mobilization and Deployment**

**3-1.** Ongoing contact with military families using a variety of communication methods during all phases of the deployment cycle is at a minimum quarterly by Family Assistance Centers or FRG phone tree callers.

## **Chapter 4 Resources**

### **4-1. The Kansas Family Program Funding**

Appropriated, non-appropriated and unit generated funds. Since ARNG and ANG have separate Comptrollers, the process by which these funds are obtained and expended may differ. The SFPD and the AFRPM will manage service specific appropriated funds. All funds will be monitored, expended and reported in accordance with (IAW) with applicable Army, Air Force and NGB regulations and guidance. Volunteers cannot obligate federal funds. Contact the State USPFO or Air Guard Comptroller with specific questions. (KSNG Treasurer's Handbook)

### **4-2. Gifts and Donations**

Gifts and donations may be accepted by the Family Program when voluntarily offered by private individuals or groups under the provisions of AR 215-1 / AFI 51-601.

## **Chapter 5 Volunteers**

**5-1.** Use of volunteers to assist with the joint Family Program will be in accordance with USC Title 10, chapter 8, section 1588.

**5-2.** Volunteers will not perform duties for which there is an unfilled manpower requirement or for which funding has been provided to hire staff or obtain services by contract.

a. Volunteer activity level can vary depending on unit mission and on whether the unit is in pre- or post deployment, deployed, or in a training/sustainment period at the home station.

### **5-3. Statutory Volunteers**

b. Statutory Volunteers are those volunteers who serve in an official capacity and seek credit for their volunteer hours in direct support of the Family Program. A clear description of the duties and scope of responsibility of each volunteer position will be provided by the SFRSA or FRSA. Volunteers will sign a position description and a volunteer agreement form upon appointment.

c. Volunteer orientation and training will be provided within 90 days of appointment to familiarize volunteers with the organization, their duties, the procedures to document hours of

voluntary services provided, documentation of types of services provided and policies and procedures for obtaining reimbursement of incidental expenses. Documentation of this training will be provided and maintained at the state level by the SFRSA.

d. Volunteers are not to be placed or to serve in a policy making position. They may not receive compensation for their services. They are not authorized to expend Government funds or enter into contracts.

e. Volunteers may be reimbursed for incidental expenses, detailed guidance is provided in Joint Federal Travel Regulation (JFTR). Please refer to Annex E for KSNG-FP ITA SOP.

f. Statutory Volunteers may be placed on an Invitational Travel Authorization when they are acting in a capacity that is related directly to, or in conjunction with, their job description. Detailed guidance regarding ITAs is found in the Joint Federal Travel Regulation. (608-1, J-4)

g. Statutory Volunteers, while providing services, are considered to be employees of the Government only when acting within the scope of the services accepted. As such they may be entitled to damages, injuries, or losses of property pursuant to 28 USC 2671-2680 and 10 USC 2733.

#### **5-4. Gratuitous Volunteers**

a. Gratuitous Volunteers are volunteers who offer to help support meetings, events, and activities without any expectation of compensation and who do not wish to serve in an official capacity. Gratuitous volunteers are not covered by 10 U.S.C., subsection 1588 and are not afforded the benefits of statutory volunteers.

b. Gratuitous volunteers do not require a formal job description. However, they are subject to the same policies and guidelines as a Statutory Volunteer.

c. To avoid any violation of the Joint Ethics Regulation, a volunteer serving in a decision making role for a Private Organization cannot simultaneously serve as a statutory volunteer for the Family Program.

d. Volunteers for Private Organizations are not volunteers for the National Guard Family Program. As such, they are subject to the policies and procedures for the Private Organization they represent. These volunteers will be treated as outlined in DoD Instruction 1000.15/AR 210-22/AFI 34-223. Some examples of Private Organizations are the Salvation Army or the Veterans Service Organizations (VFW, American Legion, AMVETS, etc).

#### **5-5. Volunteer Family Readiness Organizations**

a. A volunteer family readiness organization is a command-sponsored organization of service members, civilian employees, family members (immediate and extended). These organizations will provide mutual support and assistance, and a network of communications among the family members, the chain of command, and community resources. Volunteer family readiness organizations will assist unit commanders in meeting military and personal deployment preparedness and enhance the family readiness of the unit's service members and families. They will also provide feedback to the command on the state of the unit "family."

b. Family readiness is the mutual reinforcement and support provided by the unit to service members, civilian employees, and family members, both immediate and extended.

c. The rear detachment commander is the unit commander's representative at home station while the unit is deployed and is the family liaison to the deployed unit. All logistic support for the volunteer family readiness organization (for example, meeting rooms, office equipment/computers, newsletters, telephones, and volunteer support) is authorized by the rear detachment commander during deployment.

d. Unit commanders will ensure that their volunteer family readiness organizations appeal to all service members, civilians, and family members regardless of rank structure or family size, composition, language spoken, and other characteristics. Volunteer leaders must create a balanced and representational organization.

#### **5-6. Volunteer Family Readiness Organization Roles and Functions**

a. The volunteer readiness organizations mission is to act as an extension of the unit in providing official, accurate command information. Mutual support between the command and the organization's membership is necessary. The unit will advocate more efficient use of available community resources and strive to help families solve problems at the lowest level.

b. The volunteer family readiness organizations activities will depend on the demographics of the unit and the unit's training and deployment schedule.

c. Volunteer family readiness organizations are command sponsored programs. Volunteer family readiness organization's activities and appropriated fund expenditures are subject to DOD 5500.7-R/DOD 7000.14-R, 31 USC 341, and all other applicable statutory and regulatory restraints on official activities, use of appropriated funds, and fundraising.

d. Volunteer activity level can vary depending on unit mission and on whether the unit is in pre- or post deployment, deployed, or in a training/sustainment period at the home station.

e. Volunteer family readiness organizations social activities can enhance family and service member camaraderie, provide stress relief, and reduce family loneliness during deployments.

f. Social activities will not be funded using appropriated funds. The volunteer family readiness organizations members may use money contained in an informal fund (Family Readiness Group Fund) to pay for social activities. (KSNG Treasurer's Handbook)

#### **5-7. Volunteer Resources**

a. Volunteer family readiness organization may use Government paper and printing supplies to publish volunteer newsletters to relay information from the command and to support any volunteer activity. Commanders will decide how frequently newsletters will be published. Each unit will have a standard operating procedure (SOP) on the preparation, printing, and distribution of newsletters. Newsletters may be distributed by via e-mail or mail, if funding is available.

b. Volunteer family readiness organizations are authorized to use official mail for official, mission related purposes and as approved by the unit commander. Unofficial information may be included in an official newsletter, provided: it does not exceed 20 percent of the printed space used for official information; it does not increase printing and mailing costs to the Government; and it does not include personal wanted/for sale advertisements.

c. The newsletter must state whether it contains only official information or both official and unofficial information. If the newsletter contains both types of information, it will include the following statement: "The inclusion of some unofficial information in this newsletter has not increased the costs to the Government, in accordance with DOD 4525.8-M."

#### **5-8. Government Vehicles**

In accordance with AR 58-1, the unit commander may authorize government vehicle use in support of official volunteer activities, including the transportation of volunteers for volunteer mission-related activities. Government vehicles may be used to support official activities when the appropriate commander determines that the use of the vehicle is for official purposes and that failure to provide such support would have an adverse effect on the mission. The driver must have a valid and current license to operate the vehicle and all other regulatory requirements

regarding the use of the government vehicle will be followed. The use of the vehicle must be provided without detriment to the accomplishment of the unit's mission. **Not applicable to Air Force National Guard Statutory Volunteers.**

### **5-9. Child Care**

Depending on availability of funds, unit commanders may authorize appropriated funds for needed family support, including child care, education, and other youth services for uniformed service members who are assigned to duty or ordered to active duty in conjunction with a contingency operation (see 10 USC 1788(b), DODD 1342.17, and DODI 1342.22).

### **5-10. Commercial Sponsorship**

FRGs may not enter into commercial sponsorship agreements. Commercial sponsorship is an agreed upon arrangement under which a business provides assistance, funding, goods, equipment, or services in exchange for public recognition or other promotional opportunities on the installation. In accordance with AR 215-1 and DODI 1015.10, commercial sponsorship is generally only authorized for official MWR programs and events.

### **5-11. Official Information**

Official volunteer family readiness organizations information relates to command and mission-essential information that the commander believes families need to be better informed. Official information relates to unit mission and readiness. It includes training schedule information, upcoming deployments, unit points of contact, and the chain of concern. Official information is subject to all applicable regulations governing its use and to guidance in AR 25-55 and 5 USC 552(b).

## **Chapter 6**

### **Joint Child and Youth Services**

**6-1.** Child and Youth Services, Education, and Outreach Services programs are directed to school age children generally ages 6 to 17 years, offers a range of positive activities that promote healthy development and ease transition to adulthood. When possible, programs may be established for parents to participate in with their children ages 0-5. Youth Services Programs encompass a variety of safe, supervised activities that:

- a. Promote positive attitudes and reinforce basic core values.
- b. Offer youth opportunities to build skills and feel competent in both competitive and noncompetitive situations.
- c. Empower youth to contribute to their community.
- d. Foster the development of life skills and avocations.
- e. Foster the development of technological aptitude and competence.
- f. Instill values associated with the pursuit of sports and recreational activities, particularly self-discipline, perseverance, and decision making.
- g. Enhance or reinforce educational learning opportunities for children and youth through individual and group activities.
- h. Foster the development of leadership, sportsmanship, and teamwork skills.
- i. Reduce the likelihood of situations and behaviors that put youth at risk.

- j. Provide a variety of opportunities for parental and command involvement.
- k. Collaborate with school personnel to identify military youth who are having adjustment issues and make necessary referrals.
- l. Military youth should be knowledgeable of the deployment cycle. The cycle includes: pre-deployment, deployment, post deployment, reunion and re-integration. Provide positive experiences and safe environments.
- m. Ensure child and youth programs are based on the needs and interests of all members of the youth community regardless of gender, abilities or financial resources.
- n. Provide accurate useful information to school personnel on military youth.
- o. Collaborate with school personnel to identify military youth who are having adjustment issues and make necessary referrals.

## **6-2. Operating Requirements**

- a. The TAG has the authority to permit child and youth from the civilian community to participate in Kansas National Guard - sponsored Youth Activity Programs on a space available basis when it is in the best interests of the Army, the installation, and the community.
- b. For programming purposes, activities are organized to meet the “age appropriate” needs of the following groups or comparable local school grade breakouts: Grades one through three; four through five; six through nine; and ten through twelve.
- c. Youth programs that encourage flexibility and choice will be locally determined based on youth interests, family needs, and community circumstances. Age-appropriate activities and support services are offered. Youth programs must show a balance of activities.

## **6-3. Staffing Requirements**

- a. Youth will be supervised at all times by a combination of paid employees and adult volunteers. In accordance with Federal guidelines an adult to youth ratio is recommended for all youth programs, regardless of location. Teen employees and volunteers may supplement, but not substitute for, adult employees. Youth team sports programs will follow the adult-to-youth ratios defined by the national governing body rules for each sport and may use volunteers to meet the ratios.
- b. Overnight camps will follow the American Camping Association adult-to-youth ratios and use adult employees/contractors to meet the ratios. Teen employees and volunteers may supplement, but not substitute for, adult employees.
- c. Adult employees/contractors will staff instructional classes according to professionally accepted practice, with additional consideration given to the ages and skill levels of the participants and the type of instruction being provided.
- d. A minimum of a 1:6 adult- to-youth ratio is encouraged be maintained for all high-risk activities (that is, where greater than normal risk might result because of the unpredictable nature of the activity itself) in order to ensure the safety and well being of participants. High-risk activities may include, but are not limited to, roller skating, trips and tours, swimming activities. A waiver will be provided by parent to the State Family Program Office.
- e. All youth programs will be professionally managed; (volunteer or paid staff member) must be available during youth programs or activities, regardless of the location. Minimum staffing will be two, even if 15 or fewer children are in attendance.
- f. All staff members, contract instructors, and regularly scheduled volunteers will be screened in accordance with AR 215–3, AR 608–10, and the latest Family and Moral, Welfare and Recreation Command (FMWRC) guidance.

- g. A current (within 5 years) FBI fingerprints check.
- h. An annual State Criminal History Repository Check (SCHR), of all current and previous residences.
- i. Staff will ensure that risk management procedures including LOSS, accountability mechanisms, and child abuse prevention practices are in place to protect the health, safety, and well being of youth at all times.

#### **6-4. Compliance**

- a. Programs must comply with applicable statutory requirements and DOD policies.

## **Annex A**

### ***KANSAS AIR NATIONAL GUARD***

#### **1. Concept of Operation**

This instruction establishes the following concept of operation for Airman and Family Readiness Programs:

- a. Provide consultation services to Commanders and assist them in developing and executing policies, programs, and processes which enhance individual, family and community readiness.
- b. Support mission readiness by assisting service members and their families adapt to the changes and demands of military life.
- c. Serve DOD military, civilian personnel other eligible uniformed members, military retirees, their family members and survivors.
- d. Align the Air Force Family Readiness Program Manager position at the discretion of the Wing Commander to meet local workload requirements and functional compatibility.
- e. Ensure service members and their families are prepared for the many demands and responsibilities often associated with activation, mobilization, deployment and demobilization. Ensure Commanders incorporate the Airman and Family Readiness Office as an item on all in and out processing checklists.

**1-2.** Collaborate with local agencies, sister services and other service delivery agencies to enhance the quality of life initiatives during steady state and contingency operations.

- a. Services will focus on; proactive outreach, community readiness, resilience, individual/family readiness, and commander consultation and support. In conjunction with the unit designated Family Readiness point of contact, The Air Force Family Readiness Program Manager will consult with the Commander to routinely assess family readiness, strengths, resources and concerns.
- b. Assist unit leadership in the development and establishment of procedures within each unit to routinely contact and follow up with families of deployed unit members. Each unit commander should designate a military member within the organization to act as a point of contact to work with the Wing Family Program Coordinator.
- c. Service delivery will be provided based on need and assessed when deemed appropriate by the Commander.

#### **2. Responsibilities and Authorities**

##### **2-1. The Director, Air National Guard (NGB/CF)**

NGB/CF establishes and directs policy, oversees implementation of the Airman and Family Readiness Program and provides resources.

## **2-2. NGB/A1-FP**

The NGB/A1-FP is the office of primary responsibility as designated by the Director, Air National Guard and is responsible for the following:

- a. Manage and provide oversight for the Airman and Family Readiness Program by developing and disseminating policy, plans, and program guidance.
  - (1) Coordinate Airman and Family Readiness Program input to the National Guard Family Program internet home page.
  - (2) Develop, coordinate and implement the Air National Guard Family Program input to the National Guard Family Program Strategic Plan.
  - (3) Coordinate, develop, and provide oversight of DoD/AF/ANG standards for the Airman and Family Readiness Program, as necessary.
- b. Ensure compliance within the Airman and Family Readiness Program. Provide coordination on family program policies, procedures and initiatives.
- c. Monitor Air National Guard Family issues.
- d. Request budget and address resource issues, to include manpower, in support of the Airman and Family Readiness Program requirements.
- e. Develop and forward to Office of Secretary of Defense and the Force Management & Personnel (OSD and FM&P), for review and approval, a comprehensive evaluation system to measure the effectiveness of Airman and Family Readiness Programs.
- f. Participate and coordinate on the Air Staff Community Action Information Board (CAIB) and disseminate agenda and minutes to Airman and Family Readiness Program Managers.

## **2-3. The Adjutant General (TAG), and Joint Force Headquarters**

The TAG and JFHQ oversee integration for the support of the Family Programs within their respective States and Territories.

- a. The State Family Program Office, and the Airman and Family Readiness Program Office will collaborate to implement higher headquarters operational plans.
- b. Ensure compliance with the requirements of higher headquarters, policy, instructions and directives.

## **2-4. The Wing Commander**

The Wing Commander mandates appropriate facilities, funding levels, and manpower. Facilitate personal readiness services to service members and their families. Activate the Emergency Family Assistance Control Center (EFACC) when necessary.

- a. Ensure all service members are provided an annual Family readiness information briefing, as well as mobilization, pre-deployment, reunion/reintegration, and de-mobilization briefings.
- b. Upon implementation of the base Comprehensive Emergency Management Plan (CEMP) the Commander activates the EFACC to serve as the focal point for victim and family assistance services.
- c. Elicit a list of concerns about family/community issues, programs and problems. Data can be gathered directly from grass roots focus groups, needs assessments, local surveys.
- d. Coordinate and forward through command channels those issues or problems that cannot be resolved at base level.
- e. Ensure the Air Force Family Readiness Program Manager attends appropriate training not later than one year from assignment to the position and appropriate professional development on a recurring basis as required.

## **2-5. The Airmen and Family Readiness Program Manager**

The AFRPM manages and leads the Airman and Family Readiness Program and consults with the Wing Commander regarding family issues and is responsible for the following:

- a. Develop, coordinate and implement the Airman and Family Readiness strategic plan.
- b. Participate in the development of policy and plans related to the Airman and Family Readiness Program that enable Commanders to sustain service members and their family's readiness.
- c. Develop and oversee execution of the Airman and Family Readiness Program budget. Program funding will be provided through normal Air National Guard Budget/Manpower cycle and fund allocations.
  - (1) Program funds should be used to support Airman and Family Readiness Program responsibilities and core competency activities.
  - (2) Gifts or donations may be accepted with the authorization of the appropriate authority.
- d. Develop and implement a marketing strategy for all Airman and Family Readiness Program activities.
- e. Ensure all core activities and core programs are available to all eligible personnel, including those at geographically separated units (GSUs). Coordinate with other Federal, state, and civilian agencies.
- f. Identify personal and family readiness issues/trends by working with unit leadership and a wide range of civilian and military agencies.
- g. Ensure goals and objectives are aligned with gaining The Major Command (MACOM) outcome measures and service results where applicable.
- h. Promote family programs and services at Chief's Groups, First Sergeant's Groups and other applicable forums. The Air Force Family Readiness Program Manager serves as family matters advisor.
- i. Provide services to personnel in accordance with Host/Tenant Support Agreements, Community Basing and to those located at GSUs. The ARPM acts as primary liaison for Air National Guard Airman and Family Readiness Programs in Reserve and Active Associate Wings or those co-located on Active Duty military installations.
- j. Coordinate with other military, national/local government and civilian agencies as needed for effective service delivery. Airman and Family Readiness Program Manager should work closely to ensure maximum utilization of quality of life programs offered by other organizations.
- k. Ensure all newly assigned Commanders, First Sergeants, and Command Chief Master Sergeants are briefed within 90 days of their appointment on the role of the Airman and Family Readiness Program in personal, family, and community readiness.
- l. Assist in all aspects of Airman and Family readiness activities, e.g. the mechanisms essential for enhancing readiness throughout all stages of deployments, mobilizations, major accident response exercises (MARE), inspections, separations, base, local, state or national emergencies, disasters, and evacuations.
- m. Airman and Family Readiness Program Manager may request information from DP/DPMD the Virtual Military Personnel Records System (vRed) when family information is necessary.
- n. Ensure compliance with the applicable inspection checklist requirements and other directives and correction of any deficiencies, as noted by the gaining MACOM.
- o. Maintain familiarity with base contingency/operational plans and Host/Tenant Agreements, Community Basing as they relate to family readiness and mobilizations. Ensure development

and implementation of a written Airman and Family Readiness Response plan and its incorporation into installation operations plans.

- p. Be familiar with federal, state, and local emergency resource and assistance programs.
- q. Coordinate Airman and Family Readiness Program volunteer initiatives and activities when applicable. Volunteer recognition should be determined by unit Commander, e.g. Volunteer Excellence Award (VEA).

### **3. Core Competencies**

These activities are integral to each Airman and Family Readiness Program. Activities require outreach to deliver services/programs beyond the walls of the Airman and Family Readiness Program Office.

#### **3-1. Information (Identification)/ Referral**

The Air Force Family Readiness Program Manager prepares information and provides on-going education and assistance via newsletters, bulletin boards, direct mail, e-mail or activities to service members, families and leadership, and volunteers. Information, education, life skills, consultation and transition guidance and assistance efforts are aimed at preparing service members and families to be optimally prepared for all facets of military life.

- a. Ensure properly resourced baseline funding for ANG Family Program to improve information and referral capabilities.
- b. Brand an ANG Family program identity relative to TFI.
- c. Examples of information and referral are Wounded Warrior/Casualty Assistance, Exceptional Family Member Program (EFMP), Yellow Ribbon Reintegration Program (YRRP), Financial Wellness, and Strong Bonds/Marriage Enrichment.

#### **3-2. Deployment Cycle Support**

Provide assistance and support to service members, families and leadership during all phases of deployment cycle.

- a. Ensure ANG Family Program is included in all phases of the deployment cycle.
- b. Ensure reintegration initiatives of the Airman and Family Programs align, augment and enhance existing reintegration instructions and policy.
- c. Identify and package delivery service options and align with each wing Installation Deployment Plan (IDP).

#### **3-3. Personal, Family Unit and Community**

- a. Provide sustainment support services for Wings, GSUs and all branches of service such as develop outreach programs and utilizing social media/networking to communicate with families and promote programs.
- b. Participate in emergency preparedness (i.e., Air force Personnel Accountability and Assessment System (AFPAAS) and exercises to assist with family relief and accountability as outlined in local Comprehensive Emergency management Plan (CEMP))
- c. Develop a strategic plan incorporating community support for Emergency Family Assistance and Control Center (EFACC) with Memorandum of Understandings (MOUs)

**3-4. Life Skills Education, Consultation and Transition Guidance**

a. Identify resources and opportunities for awareness and application including but not limited to Financial Wellness Education, Resiliency/Stress Management/Traumatic Stress Response and pre-separation counseling.

**3-5. Community Outreach and Cooperative Face**

a. Interface within each wing/state Service Delivery Models: such as Inter service Family Assistance Council (ISFAC), Community Action Information Board (CAIB) or like entities.

b. Interface and collaborate with parent MACOM, sister services Family Programs offices and State Joint Forces Headquarters

**3-6. Volunteer Communication, Direction and Guidance**

a. Develop a clear and shared vision for volunteers

b. Develop a strategic roadmap which involves funding, execution and program development

## **Annex B**

### **Kansas Army National Guard**

#### **1. Concept of Operation**

The State Family Program Director (SFPD) directs the State Family Program Office and serves as the chief family program advisor to the Adjutant General and Military leaders. The SFPD will implement higher headquarters operational plans as outlined by the National Guard Family Program Office (NGB-J1-FP).

- a. The SFPD ensures compliance with the requirements of higher headquarters, policy, instructions and directives as disseminated by NGB-J1-FP.
- b. Develops and oversees execution of Appropriated Funds (APF) and Non-Appropriated Funds (NAF) for the family program budget. Program funding will be provided through National Guard budget allocations.

#### **2. Family Assistance Specialist Centers (FASCs)**

The mission of the Family Assistance Specialist Centers (FASCs) is to facilitate commander's ability to provide comprehensive, coordinated, and responsive services that support readiness of uniformed service members, civilian employees and their families. The Kansas National Guard is the lead agency tasked to establish Family Assistance Specialist Centers (FASCs) during all levels of contingency, mobilization and emergency to assist all DoD Military Families. FASCs are established and managed IAW AR 608-1. Assistance Centers will maximize technology and resources, adapt to unique state requirements, eliminate duplication in service delivery, and measure service effectiveness.

##### **2-1. Eligibility**

All uniformed service members and retired uniformed service personnel and their family members, active, reserve, retired or civilian employees and surviving family members of military personnel are eligible for assistance.

##### **2-2. General Prohibitions Against Discrimination**

FASCs will provide the appropriate reasonable accommodations to all employees and persons receiving services in accordance with federal standards. FASCs will provide reasonable accommodations in coordination with the Equal Employment Opportunity (EEO) Program Manager for Persons with Individual Disabilities, and will ensure FASCs are accessible.

##### **2-3. Service Delivery Model**

- a. In times of large scale mobilizations or other situations requiring activations and/or when assistance requirements exceed the Family Program capabilities a FASC is established for geographically dispersed units or satellite service delivery.
- b. The FASC will be established to conduct initial interviews, assess individual and family needs, provide information and make service referrals within the center and to external agencies.
- c. The FASC assists the commander by providing comprehensive, coordinated and responsive services that support readiness of service members' employees, retirees, and their families.

d. The FASC provides information and emotional support to families so that service members can focus on their mission. Services may include: legal assistance, TriCare, ID cards, information and referral to appropriate service agencies, problem solving and crisis resolution, accurate and current information and coordination with Rear Detachments (RDs) of deployed units.

e. Programs shall provide information to DOD personnel and their family members, improve skills for living by fostering competencies and coping skills, encourage self sufficiency and offer short-term support and assistance when necessary.

f. The FASC will provide immediate, short term intervention and referral to appropriate agency or service to assist service members and families during crisis situations. Involve service member's unit leadership, without breaching confidentiality while encouraging and fostering active unit participation in problem resolution.

### **3. Deployment Cycle Support**

Family assistance and support services will be provided to uniformed services families and emergency-essential civilians in support of military operations-deployment or mobilization (includes mass casualties, evacuation, natural disasters and acts of terror)—to enhance unit cohesion and increase readiness. Preplanning for family assistance will ensure that a comprehensive, realistic, effective and coordinated assistance delivery system is in place prior to military operations. This system will normally include the triad of family assistance centers, unit Family Readiness Groups (FRGs), and unit rear detachments.

#### **3-1. Train-up/Preparation and Mobilization Phases**

In the train-up/preparation phase, the focus of command and FRG efforts is on Service Member and family preparedness. During the mobilization phase, Service Members receive notification of an impending deployment

#### **3.2. Family Readiness Group Pre-Deployment Tasks**

a. The Family Readiness Group Leader (FRGL) will meet with company commander and RDC to establish roles and responsibilities.

b. Recruitment of new volunteers will continue by the Command as the FRG Leadership.

c. The Family Readiness Group Leader will get information from command on unit pre-deployment activities.

d. As the FRG is able to identify family issues they will be conveyed to command.

e. The FRGL will assist in getting volunteers trained.

f. The FRGL will ensure family readiness.

(1) The FRG will get updated roster information and make sure FRG phone tree are current and active.

(2) The FRG will assure there is a current phone number and address for everyone in the unit

(3) Contact information for extended family and other individuals Service Members will be identified by the FRG (e.g., single Service members' families, caregivers)

(4) A Determination of which families plan to leave the area during the deployment and obtaining the new contact information will be gathered.

(5) The contact information for the families of service members temporarily assigned to the unit will be identified by the FRG.

g. The FRG will ensure key callers are prepared to begin their duty as assigned.

- h. A network with community agencies is vital to the success of the FRG and will be established.
- i. The FRG will collect informational materials for families from unit, Family Readiness Support Assistant (FRSA), Senior Family Readiness Support Assistant (SFRSA) and Family Assistant Specialist Center (FASC).
- j. The FRG will get Service Members and families ready for deployment.
  - (1) The FRG will disseminate information and encourage families to attend pre-deployment briefings.
  - (2) The FRG will ensure families understand the casualty notification procedures.
  - (3) Commanders will notify Service Members and families about FRG.
- k. The FRG with the guidance of command will set up a vFRG web system.
- l. Distribute information on military and community resources, Military One Source, FRSA, or SFRSAs.
- m. Families will have contact information for unit, FRG, FRSA, SFRSA, and FASCs available.

### **3-3. Family Readiness Group Deployment and Employment Tasks**

The deployment phase begins when Service Members leave home station for their assigned duty overseas or stateside. The employment phase begins when the Service Members arrive at the deployment location.

- a. The FRG will maintain communication with RDC and FASC.
  - (1) Information will be relayed to families via the FRG.
  - (2) The FRG will seek approval when necessary for documents such as newsletters and fundraisers.
- b. Family issues of concern will be addressed to command.
- c. The FRG will discuss with Command and FP the family problems/issues and how to assist families.
- d. The FRG will maintain communication with families.
  - (1) Information will be disseminated from command to families through the FRG.
  - (2) The FRG will provide information on available educational materials, programs and resources helpful to families.
- e. Families will be encouraged to attend social and educational programs by FRG and others.
- f. Communication between families and Service Members will be facilitated by FRG and RDC.
- g. Families will be referred to the appropriate resources as needed by the FRG.
- h. Gossip and rumors will be managed and reported to the RDC by the FRG.
- i. THE FRG Leader will Identify and monitor family issues to inform command.

### **3-4. Family Readiness Group Redeployment Tasks**

During the redeployment phase, Service Members are out-processing in theater in preparation for returning home.

- a. The FRG will meet with SFRSA/RDC to get information about reunion and reintegration trainings conducted by different agencies for Families.
- b. At-risk families or families who experienced problems during deployment will be identified to command and FASC.
- c. Families will be prepared for the reunion.
- d. Families will be informed about briefings and trainings available and upcoming homecoming activities.

- e. Educational material that address reunion and reintegration issues in communications with families (e.g., guest speakers at FRG meetings) will be provided.
- f. The FRG will support families of Service Members on R&R.
- g. The FRG will provide families with informational materials.
- h. The FRG shall maintain connection with families and provide referrals when necessary to FASC.

### **3-5. Post Deployment and Reconstitution**

In the post deployment and reconstitution phases, Service Members return to home station, complete redeployment and demobilization processing, and begin the process of reintegrating into family life and the community.

- a. The Soldier returns home either individually or with the unit.
- b. Some Service Members return only for R&R
- c. Service Members will begin reintegration into work and family life.
- d. Some Service Members will return to civilian employment.
- e. The unit returns to normal mission and routines (reconstitution).
- f. The unit and FRG will focus on helping Service Members and families with reunion and reintegration issues
- g. The FRG Leader will assist command with post deployment tasks.
- h. Information about unit reunion activities will be gathered from the SFRSA and RDC.
- i. At-risk families, families who experienced problems during deployment and family issues will be identified to command.
- j. Families with high stress or issues after Service Member's return will be identified.

### **4. Unit Rear Detachments.**

These detachments will receive required training on family assistance and community resources available to support deployment or mobilization and readiness. Also, assistance will be provided to rear detachment commanders in coordinating services for families in their units.

### **5. Family Readiness Group Operations.**

The FRG is a unit commander's program. Normally FRGs will be established at the company level, with battalion and brigade levels playing an important advisory role. FRGs are not a morale, welfare, and recreation program; a private organization; or a nonprofit organization.

### **6. Family Readiness Group reports.**

The FRG leadership will be responsible for distributing reports requested by the State Family Programs office by the date requested.

#### **6-1. FRG Required Documents.**

- a. A Letter of Appointment for all command appointed positions will be drafted and signed by the Commander. This will be filed with the BN FRG Leader and FRSA within 30 days.
- b. A position description will be signed by volunteers and initialed by commander for each position in the FRG. This will be filed with the BN FRG Leader and or FRSA and SFRSA.
  - (1) Volunteer paper work complete by each Volunteer to include Volunteer Agreement, DD 2793, a Code of Conduct, a Confidentiality Statement, and a Volunteer Record, DD 4162 will be filed with the BN FRG Leader and/or FRSA, SFRSA and Volunteer.

- c. A current unit roster will be maintained by the BN FRG Leader and FRSA. (If no BN FRG Leader or FRSA, send to SFRSA)
- d. The BN FRG Leader and FRSA will maintain current FRG Leadership contact information.
- e. An Annual Calendar of Events will be filed with the BN FRG Leader and the FRSA.

#### **6-2. Monthly Documentation submitted by Family Readiness Group.**

Monthly documentation will be sent directly to the BN FRG Leader or FRSA by the 10<sup>th</sup> of each month. (If no BN FRG Leader or FRSA, send to SFRSA)

- a. A monthly/quarterly newsletters.
- b. FRG calendar of events updates, if there have not been any updates, there is no need to present a new copy monthly.
- c. Volunteer service hours for previous month or submit on [www.jointservicesupport.org](http://www.jointservicesupport.org)
- d. Phone tree contact updates for previous month; phone tree logs for previous month; phone tree scripts, please send for review PRIOR to use.
- e. FRG meeting dates for the upcoming month.

#### **6-3. Financial Reports Submitted by Family Readiness Group.**

Financial reports should follow the guidance as stated in the Treasurers Handbook and will be submitted to the BN FRG Leader and/or FRSA and SFRSP by the 10<sup>th</sup> of each month.

- a. Quarterly Financial Report.
- b. FRG Transition Audit Report.
- c. Transfer of Responsibility Letter, as a change of Treasurer occurs.
- d. Signed Fundraiser Letter, prior to each event.
- e. FRG Meeting Minutes from prior month.

#### **7. Outreach for New Service members**

- a. The Family Readiness Group Leadership will maintain communication with command on a list of new service members added to the unit each month. Outreach will begin promptly to each new service member and their families.
- b. New service members will be give the contact information for the FRG as well as support and enhanced mission readiness through effective Unit Readiness that supports single soldiers, youth and community programs.
- c. Units will develop and sustain readiness programs and services that improve the quality of life.
  - (1) Unit, Soldier and Family Readiness
  - (2) Support Recruiting and Retention
  - (3) Maintain a sustainable Employer Support of the Guard and Reserve program to support Guard Members, families and employers.
  - (4) Single soldiers will be provided current and comprehensive information about benefits, assistance and entitlements.
  - (5) A standardize Family Readiness program, to include single soldier support within the unit will be maintained.
  - (6) An emphasis will be expressed to soldiers the significance of Single Soldier responsibilities to the military service and their family members while performing required military duties.

## Annex C

### References:

**Department of Defense Directive (DoDD) 1342.17;**  
**DoDD 1332.35**, Transition Assistance for Military Personnel, December 9, 1993;  
**Department of Defense Instruction (DoDI) 1000.15**, 20 Dec 05, Private Organizations on DoD Installations;  
**DoDI 1100.21**, 11 Mar 02, Voluntary Services in the Department of Defense; Family Policy, December 30, 1988;  
**DoDI 1342.22**, Family Centers, December 30, 1992;  
**DoDI 1332.36**, Pre-separation Counseling for Military Personnel, February 14, 1994; **DoDI 1100.21**, Voluntary Services in the Department of Defense, March 11, 2002; and  
**United States Code (USC), Title 10, Subsection 1588; Authority to Accept Certain Voluntary Services**  
**Air Force Policy Directive (AFPD) 36-30**, Military Entitlements, August 2, 1993;  
**AFPD 36-29**, Military Standards, June 1, 1996;  
**Air Force Instruction (AFI) 90-501**, Community Action Information Board (CAIB) and Integrated Delivery System (IDS), August 31, 2006;  
**AFI 10-2501**, Air Force Emergency Management (EM) Program Planning and Operations, January 24, 2007;  
**AFI 10-216**, Evacuating and Repatriating Air Force Family Members and Other U.S. Noncombatants, April 1, 2000; the Joint Plan for DoD Noncombatant Evacuation Operations (NEO) and Repatriation;  
**AFI 10-403**, Deployment Planning and Execution, January 13, 2008;  
**AFI 36-2908**, Family Care Plans, October 1, 2000;  
**AFI 10-218**, Personnel Accountability In Conjunction With Natural Disasters and National Emergencies, October 31, 2006;  
**AFI 34-223/ANG SUP1** March 28, 2005, Private Organizations;  
**AFI 36-2104**, Nuclear Weapons Personnel Reliability Program, November 5, 2004;  
**AFI 36-2906**, Personal Financial Responsibility, January 1, 1988;  
**AFI 36-3002**, Casualty Services, July 25, 2005;  
**AFI 36-3006** Survivor Benefit Plan (SBP) and Supplemental Survivor Benefit Plan (SSBP), (Active, Guard, Reserve and Retired), July 8, 2002;  
**AFI 40-301**, Family Advocacy Program, January 19, 2005;  
**AFI 51-601**, Gifts to the Department of the Air Force, November 26, 2003;  
**AFI 34-1101/ANG SUP1**, November 1, 2006, Assistance to Survivors of Persons Killed in Aviation Mishaps and Other Incidents, October 1, 2001;  
**AFI 34-201/ANG Sup1** November 29, 2007; Use of Non-Appropriated Funds (NAFs); June 17, 2002;  
**AFI 65-601V1**, Budget Guidance and Procedures, 3 Mar 2005; and  
**AFI 33-332**, Privacy Act Program, January 29, 2004;  
**AFI 34-223**, 11 Aug 03, Private Organization (PO) Program;  
**AFI 34-262**, 27 Jun 02, Services Programs and use Eligibility, Chapter 5;  
**AFI 36-2102**, Base-Level Relocation Procedures, June 22, 1998;  
**AFI 36- 2103**, Individualized Newcomer Treatment and Orientation (INTRO) Program, 3 June 1994

**AFI 44-157**, Medical Evaluation Boards (MEB) and Continued Military Service, December 12, 2000;  
**AFI 35-101**, Public Affairs Policy and Procedures, November 29, 2005;  
**AFI 36-3009**, Airman and Family Readiness Centers, /January 18, 2008;  
**AFI 36-3109**, Air Force Aid Society, March 5, 2004;  
**Air Force Handbook (AFH) 32-1084**, Facility Requirements, September 1, 1996;  
**Air National Guard Regulation (ANGR) 211-1** National Guard Family Program, January 8, 1986;  
**Air National Guard Instruction (ANGI) 36-2607**, Air National Guard Retention Program, January 30, 1998;  
**Army Regulation (AR) 58-1**, Management, Acquisition and Use of Administrative Vehicles, August 10, 2004;  
**AR 600-8-101**, Soldier Readiness Processing (SRP) Team, July 18, 2003;  
**AR 600-20**, Army Command Policy March 18, 2008;  
**AR 608-1**, Army Community Service Center, September 19, 2007;  
**Forces Command (FORSCOM) 500-3**, Mobilization and Deployment Planning System (FORMDEPS), December 31, 1998;  
**Reserve Component Unit Commanders Handbook (RCUCH)**;  
**NGR 600-22/ANGI 36-3**, National Guard Discrimination Complaint System, March 30, 2001;

The following forms are available on the APD Web site ([www.apd.army.mil](http://www.apd.army.mil) <<http://www.apd.army.mil/>>) unless otherwise stated. DD Forms are available from the Office of the Secretary of Defense Web site ([www.dtic.mil](http://www.dtic.mil) <<http://www.dtic.mil/>>).

AF IMT 88 Air Force Youth Programs Registration  
AF Form 357 Family Care Certification  
DA Form 5304-R Family Care Plan Counseling Checklist  
DA Form 5671 Parental Permission  
DD Form 2793 Volunteer Agreement for Appropriated Funds (APF) and Nonappropriated Funds (NAF).

## ***ANNEX D***

### ***Glossary***

#### ***Abbreviations, terms and Acronyms***

##### **AFAS**

Air Force Aid Society

##### **AFH**

Air Force Handbook

##### **AFI**

Air Force Instruction

##### **AFPC**

Air Force Personnel Center

##### **AFPD**

Air Force Policy Directive

##### **AFRC**

Air Force Reserve Command

##### **A&FR**

Airman and Family Readiness Program

##### **AFAP**

Army Family Action Plan

##### **AFTB**

Army Family Team Building

##### **AG**

Adjutant General.

##### **AGR**

Active Guard Reserve

##### **AMSCO**

Army Management Structure Code

##### **ANG**

Air National Guard

##### **ANGI**

Air National Guard Instruction

**APF**

Appropriated Funds

**AR**

Army Regulation

**ARC**

American Red Cross

**ARNG**

Army National Guard

**AT**

Annual Training

**BX**

Base Exchange

**CAIB**

Community Action Information Board

**CC**

Commander

**CEMP**

Comprehensive Emergency Management Plan

**CNGB**

Chief, National Guard Bureau

**CRTC**

Combat Readiness Training Center

**DA**

Department of the Army

**DAF**

Department of the Air Force

**DA PAM**

Department of the Army Pamphlet

**DEERS**

Defense Enrollment Eligibility Reporting System

**DoD**

Department of Defense (DD)

**DoDD**

Department of Defense Directive

**DoDI**

Department of Defense Instruction

**DP**

Director of Personnel

**DPMD**

Department of Personnel Management Data (PSM)

**EEIC**

Element of Expense Investment Code (AF)

**AFACC**

Emergency Family Assistance Control Center

**E-SFRSAC**

Emergency Family Assistance Control Center

**FP**

Family Program/Joint Family Program

**FAC**

Family Assistance Center

**FM&P**

Force Management & Personnel

**FMWRC**

Family and Moral, Welfare and Recreation Command

**FRG**

Family Readiness Group

**FRP**

Family Readiness Plan

**FRSA**

Family Readiness Support Assistant

**FS**

Family Support

**FTTD**

Full-time training duty

**GSU**

Geographically Separated Unit

**HQ AFPC/DPSIA**

Airman, Family, and Community Operations Branch

**HQ USAF/A1SP**

Air Force Airman and Family Services

**IADT**

Initial Active Duty Training, also initial entry training (IET).

**IAW**

In accordance with

**ID**

Identification Card

**IDT**

Inactive Duty Training

**IDS**

Integrated Delivery System

**INTRO**

Individualized Newcomer Treatment and Orientation

**ISSFRSA**

Inter Service Family Assistance Committee

**JFHQ**

Joint Forces Headquarters

**JFP**

Joint Family Program

**MACOM**

Major Command

**MEB**

Medical Evaluation Board

**MOA**

Memorandum of Agreement

**MOU**

Memorandum of Understanding

**NAF**

Non-appropriated fund

**NEO**

Noncombatant Evacuation Operations

**NGB**

National Guard Bureau

**OASD (FM&P)**

Office of Secretary of Defense Family Matters and Policy

**O & M**

Operations and Maintenance

**OPLAN**

Operations Plan

**OSD**

Office of Secretary of Defense

**MARE**

Major Accident Response Exercise

**PCA**

Permanent Change of Assignment

**PCS**

Permanent Change of Station

**PDIP**

Program Development Increment Package

**PEBLO**

Physical Evaluation Board Liaison Officer

**PO**

Private Organization

**POC**

Point of Contact

**POM**

Program Objective memorandum

**PSM**

Personnel Systems Manager

**PX**

Post Exchange

**RD**

Rear Detachment

**SBP**

Survivor Benefit Plan

**SCRA**

Service members Civil Relief Act

**SSCRA**

Soldiers' and Sailors' Civil Relief Act

**SGLI**

Servicemen's Group Life Insurance.

**SFPD**

State Family Program Director

**SFPO**

State Family Program Office

**SFRSA**

Senior Family Readiness Support Assistant

**STARC**

State Area Command

**STARCEXs**

State Area Command Exercises

**SSBP**

Supplemental Survivor Benefit Plan

**TAP**

Transition Assistance Program

**TDY**

Temporary Duty

**TSR**

Traumatic Stress Response

**UCI**

Unit Compliance Inspection

**UDM**

Unit Deployment Manager

**VA**

Veteran's Administration

**VEA**

Volunteer Excellence Award

**vRED**

Virtual Record of Emergency Data

**AFRPM**

Airmen and Family Program Manager

**Terms**

**Adjutant General**

The Adjutant General is the commander of the Army and Air National Guard in each State, the District of Columbia and territories.

**A&FR Program Service Areas**

Services specified in this ANGI requiring dedicated resources and resulting from identified issues and concerns important to the mission and common to individuals and families.

**Annual Training**

The minimum period of required annual active duty for training or annual field performed to satisfy the annual training requirements of the Reserve components that are established in military regulations and based in law. Annual training is frequently performed during one consecutive 15 day period for the Army National Guard and in

increments of varying length spread throughout the training year for the Air National Guard.

**Base Exchange**

The Air Force term used to refer to the Army and Air Force Exchange Service (AAFES). The Exchange Service provides a wide range of merchandise and services to authorized patrons, which are not furnished to the National Guard members by the Federal Government.

**Battle Rhythm**

(as related to the mission of the A&FR Program): Synchronization of A&FR Program service delivery with the immediate and anticipated activities of the installation mission, special events/holidays, contingencies, and the normal flow of military life cycle events.

**Community Results Management**

A decision-making and resource allocation strategy that identifies and prioritizes community results and ties all activities/services to measurable results and ensures cost effective utilization of resources while meeting community needs through targeted outcome results and measures.

**Community of Airmen**

Indicates all the members of the community serviced by the A&FRC and includes active duty of all branches, DoD civilians, Guard, Reserve, retirees and immediate family members.

**Defense Enrollment Eligibility Reporting System (DEERS)**

DEERS is the verification system for eligibility for medical treatment of military members and their families at military medical treatment facility (MTF) and for payment of treatment at civilian health care Fac through TRICARE – TRICARE is the name of the Department of Defense’s managed health care program for active duty military, active duty service families, retirees and their families, and other beneficiaries.

**Department of Defense (DoD) Personnel and Their Families**

This includes all military members, all Services and Guard and Reserve, military retirees, DoD civilians (including guard technicians and NAF personnel) and their eligible immediate family members. Other Uniformed Services include members of the US Coast Guard, National Oceanic and Atmospheric Administration, uniformed State Department personnel, Public Health Service personnel and members of foreign military units assigned or attached to a CONUS or OCONUS (US) installation.

**Family**

For the purposes of entitlements, the family is the spouse and/or children of the military members or anyone who meets the military dependency criteria. For the purposes of information briefings/activities, the family is expanded to encompass persons who have influence over the member’s attitude toward military service; i.e., parents, siblings, fiancée, or common-law spouse.

**Family Life Cycle**

A predictable pattern of development and change as the individual and family matures and evolves over time.

**Family Members**

Includes those individuals for whom the military member (active duty and retired) provides medical, financial, and logistical (e.g., housing, food, clothing) support. This includes, but is not limited to, the spouse, children under the age of 19, children under the age of 23 if enrolled in college, disabled children, and elderly adults who meet eligibility requirements. Wing Family Program Coordinators will also provide various types of support to annuitants and parents of single members.

**Full-time Training Duty**

Training periods performed in a paid or unpaid status to accomplish a variety of operational and training requirements that are not normally accomplished during unit training assemblies, additional flying training periods, or annual training status.

**Inactive Duty Training (IDT)**

An authorized and scheduled period of training prescribed duration, generally not less than 4 hours, performed with or without pay. For National Guard and Reserve units, a single period of ADT constitutes a unit assembly (MUTA-2). Normally, a drill weekend is comprised of 4 UTAs usually identified as MUTA-4.

**Initial Active Duty Training also initial entry training (IET)**

The initial minimum period of active duty required by law to train a non-prior service enlistee in basic military skills, in accordance with regulations prescribed by the Service concerned.

**Mobilization**

The accelerated expansion of the AC by ordering the National Guard and Reserves to active duty to prepare for and/or operate in war or national emergency. Army mobilization has five phases: preparatory, alert, mobilization and home station, movement to mobilization station, and operational readiness improvement.

**Program Decision Package (AF term)**

A document that expresses budgetary needs for a specific full or partial program to meet the required mission objective. A part of the Program Objective Memorandum process.

**Program Objective Memorandum (POM)**

A document that expresses Service budget needs to meet required mission objective and identifies Services initiatives.

**Program Result**

Measurable benefits or outcomes achieved by individuals, families or groups who have been directly served by agencies or indirectly influenced by an agency's efforts.

Intermediate or short-term steps leading to achieving a community result and built on successful program activities.

**Return on Investment (ROI)**

A performance measurement used to evaluate the efficiency of an investment or to compare the efficiency of a number of different investments. To calculate ROI, the benefit (return) of an investment is divided by the cost of the investment; the result is expressed as a percentage or a ratio.

**Servicemen's Group Life Insurance**

A low costs insurance program for military members through the Federal Government.

**State Joint Family Program Director**

The individual in the State identified as the primary point of contact for coordination and implementation of the NGB-JFP

**State**

The 50 States and four territories (Guam, Puerto Rico, the Virgin Islands, and the District of Columbia.)

**Total Force**

Members of the Active Duty Air Force, Air National Guard, Air Force Reserve, and Air Force Civilian employees, and National Guard Technicians.

**TRICARE**

The name of the Department of Defense's managed health care program for active duty military, active duty service families, retirees and their families, and other beneficiaries.

## **Annex E**

### **Kansas National Guard Family Program Office Standard Operating Procedure for Invitational Travel Authorizations (KSNG-FP SOP)**

**PURPOSE.** To identify what Invitational Travel Authorizations will be permitted through the Kansas National Guard Family Program Office in accordance to Funding Guidance Regulations and the Joint Force Travel Regulation (JFTR) Appendix E. To establish the procedure on whom may request an ITA and the approval process within KSNG-FP.

**ORGANIZATION.** The Kansas National Guard Family Program office located at JFHQ Topeka is staffed by three full-time Federal Technicians, the State Family Program Director, a State Family Program Assistant, and a Family Program Specialist. Currently, there are several contract positions that support the mission of the KSNG-FP office. For the ITA request process, the Family Readiness Assistant will be utilized in helping validate requests.

**3. REQUEST PROCESS.** For events that the Family Program office either organizes internally, or helps support, such as Yellow Ribbon events, Marriage Enrichment events, etc., if an invitational travel authorization is allowed it will be taken care of during the registration process. The Family Program Assistant will take the registrations for these events, process any Invitational Travel Authorizations and receive approval from the State Family Program Director. This is an internal process and requires no extra request from the attendees until the event when the travel voucher is filled out and signed by the attendee.

Any additional requests for Invitational Travel Authorizations (ITA's) for FRG speaking events, conference attendance for spouses, spouse travel, etc. must be handed through the following process:

- a. All requests must be made through both the Family Program Administrative Assistant as well as the State Family Readiness Assistant. This can be done in email form or through phone request.
- b. The request must include the following information, what event you would like to attend, what will be your function at this event (attendee, speaker, trainer, etc.), and an agenda of the event that you want to attend. What your estimated costs for this event will be? (per diem, flight, hotel, etc.). If you traveling with anyone on military orders.
- c. The request must be received within 30 days of the event that you want to attend. Travel authorizations after the event has taken place will not be authorized.

**AUTORIZATION PROCESS.** The Family Program Administrative Assistant will take the ITA request to the State Family Program Director for final approval. This approval is dependent on many factors such as; the funds are available to support the event, that the State Family Readiness Assistant agrees that the event is an authorized Family Readiness Group training, there is a legitimate Family Program agenda and role

that the family member will serve by attending the event, and that the ITA does not violate the intent of the JFTR. As the Program Manager of the Family Program funds, State Family Program Director reserves the right to grant or refuse any ITA request based on the previous reasons, or any other concerns that may surface in the request. The State Family Program office may request additional information to assist in approving the request. The requestor also has the right to ask for a copy of the JFTR and why the request was denied.

**POINTS OF CONTACT.** The following individuals are the current points of contacts for the ITA process:

State Family Readiness Support Assistant  
785-274-1173 –phone

State Family Programs Assistant  
785-274-1512 -phone

State Family Program Director  
785-274-1171-phone

## Annex F

VOLUNTEER AGREEMENT FOR			
<input type="checkbox"/> APPROPRIATED FUND ACTIVITIES		<input type="checkbox"/> NONAPPROPRIATED FUND INSTRUMENTALITIES	
<b>PART I - GENERAL INFORMATION</b>			
1. TYPED NAME OF VOLUNTEER ( <i>Last, First, Middle Initial</i> )		2. YEAR OF BIRTH	
3. INSTALLATION		4. ORGANIZATION/UNIT WHERE SERVICE OCCURS	
5. PROGRAM WHERE SERVICE OCCURS		6. ANTICIPATED DAYS OF WEEK	7. ANTICIPATED HOURS
8. DESCRIPTION OF VOLUNTEER SERVICES			
<b>PART II - VOLUNTEER IN APPROPRIATED FUND ACTIVITIES</b>			
9. CERTIFICATION			
<p>I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services, tort claims, the Privacy Act, criminal conflicts of interest, and defense of certain suits arising out of legal malpractice. I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering. I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services I will be providing.</p>			
a. SIGNATURE OF VOLUNTEER		b. DATE SIGNED (YYYYMMDD)	
10.a. TYPED NAME OF ACCEPTING OFFICIAL ( <i>Last, First, Middle Initial</i> )	b. SIGNATURE	c. DATE SIGNED (YYYYMMDD)	
<b>PART III - VOLUNTEER IN NONAPPROPRIATED FUND INSTRUMENTALITIES</b>			
11. CERTIFICATION			
<p>I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services and liability for tort claims as specified in 10 U.S.C. Section 1588(d)(2). I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers, and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering. I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services that I am offering.</p>			
a. SIGNATURE OF VOLUNTEER		b. DATE SIGNED (YYYYMMDD)	
12.a. TYPED NAME OF ACCEPTING OFFICIAL ( <i>Last, First, Middle Initial</i> )	b. SIGNATURE	c. DATE SIGNED (YYYYMMDD)	
<b>PART IV - TO BE COMPLETED AT END OF VOLUNTEER'S SERVICE BY VOLUNTEER SUPERVISOR</b>			
13. AMOUNT OF VOLUNTEER TIME DONATED		14. SIGNATURE	
a. YEARS ( <i>2,087 hours=1 year</i> )	b. WEEKS	c. DAYS	d. HOURS
15. TERMINATION DATE (YYYYMMDD)			
16.a. TYPED NAME OF SUPERVISOR ( <i>Last, First, Middle Initial</i> )		b. SIGNATURE	c. DATE SIGNED (YYYYMMDD)

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## Annex H

### CODE OF CONDUCT

#### Introduction

The National Guard Volunteer Program is dedicated to providing services and training to military Families. The National Guard Volunteer Program has traditionally demanded and received the highest ethical performance from its volunteers. In an effort to maintain the highest standard of conduct expected and deserved by the military Families and to enable the Family Program to continue to offer services required, the National Guard Volunteer Program operates under the following Code of Conduct, applicable to all volunteers.

#### Volunteer Code of Conduct

- a. Will conduct myself in a professional manner at all times.
- b. Will refrain from using inappropriate language.
- c. Will not use the National Guard, National Guard Volunteer Family Program name, emblem, endorsement, services, or property of the National Guard Volunteer Family Program unless authorized.
- d. Will not publicly utilize any National Guard affiliation in connection with the promotion of partisan politics, religious matters, or positions on any issue.
- e. Will not disclose any confidential National Guard Volunteer Family Program information.
- f. Will consider information as privileged and not for public knowledge.
- g. Will not operate or act in any manner that is contrary to the best interests of the National Guard.
- h. Will not enter into any financial agreements
- i. Will not make false statements against the National Guard or United States Armed Services.

Volunteer Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Print Your Name: \_\_\_\_\_

Witnessed by: \_\_\_\_\_ Date: \_\_\_\_\_  
Family Readiness Support Assistant

## ANNEX I

### **VOLUNTEER SERVICES CONFIDENTIALITY STATEMENT**

I, the undersigned, do hereby acknowledge that in my volunteer role for the National Guard, I may have access to confidential information.

I agree that I shall not disclose any such confidential information maintained by the National Guard to any unauthorized person, and I will adhere to confidentiality guidelines of the National Guard.

I acknowledge and agree that disclosure by me of confidential information obtained by me in the course of my volunteer status could be cause for termination from my volunteer position.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Volunteer Signature

I, the undersigned, do hereby certify that I have discussed the guidelines for confidentiality with the volunteer named above.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Family Readiness Support Assistant